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DD/A Registry

85-0048/1

MEMORANDUM FOR: Executive Director

FROM: Harry E. Fitzwater  
Deputy Director for AdministrationSUBJECT: Centralized Equipment Maintenance REFERENCE: Note for DDA fm ExDir dtd 7 Feb 85,  
Subj: Centralized Maintenance Issue

1. By way of response to the last paragraph of your 7 February note on the centralized maintenance issue, I have asked the Director of Logistics to keep the pressure on in developing a program to reduce both the total number of contracts and the number of vendors over a 2-3 year time period. We envision a multi-phased approach which will involve the cognizant technical offices (i.e. Office of Information Technology (OIT), Office of Security (OS), Office of Communications (OC), Office of Technical Service (OTS), Printing and Photography Division/Office of Logistics (P&PD/OL), as well as Procurement Division/OL (PD/OL) and Supply Management Branch (SMB) of Supply Division/OL (SD/OL)).

2. We propose action in the following specific areas:

a. Personal Computers (PC's) and other ADP Hardware - In an effort to standardize on one or two PC's for Agency-wide use, it is suggested that in your role as Chairman of the Agency's Information Systems Board (ISB) you could task the Requirements and Technology Acquisition Working Group (R&TAWG) to identify no more than two types of PC's to be used as the Agency standard. The ISB could then establish appropriate approval mechanisms for offices who request deviation from the standards. The Office of Logistics (OL) working with OIT would then consolidate service and maintenance contracts into one or possibly two contracts to service all PC's. To simplify the bookkeeping, the Comptroller should centrally fund all maintenance by allotting the required funding to OIT/DDA.

b. Agency Copier Management Program - The centralization of copy machine procurement and maintenance services in P&PD/OL has been resounding success in

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25X1 standardizing equipment and consolidating maintenance  
services. This is about to become unglued because of Agency  
policy on contracting with organizations subject to foreign  
ownership control or influence (FOCI) (see [redacted]). We  
must have relief from this policy in the area of copy  
equipment or we will end up with second-rate equipment and  
significant increases in maintenance and servicing  
problems. P&PD/OL is now documenting the case for across  
the board waiver to FOCI policy as it applies to copier  
equipment. [redacted]

25X1 c. The whole new area of video and television equipment  
needs to be centralized as we have done in the copier  
equipment arena. OL has prepared a proposal to implement  
such a program to preempt future problems in contracting for  
maintenance of the equipment. [redacted]

25X1 d. We have requested OC to review their extensive  
equipment inventory in an effort to increase standardization  
in their cognizant materiel. We shall monitor all service  
contracts in this area and consolidate requirements wherever  
possible. [redacted]

25X1 e. SMB/SD/OL will assist in identifying commonality in  
personal property equipment and furnishings in order to  
facilitate consolidated service, maintenance and repair of  
personal property. Specific examples in these areas are:  
(1) Plans now in progress to standardize on office systems  
furniture for the new building, (2) desk top printing  
calculators, (3) electric typewriters, and (4) materiel and  
accessories in support of CRAFT installations. This  
consolidation effort should substantially reduce the number  
of service contracts and vendors that Agency customers and  
Logistics must deal with regularly. [redacted]

25X1 3. Assuming we will receive a reasonable amount of  
cooperation from our Agency customers, we are hopeful that a move  
to standardize office equipment will result in our ability to  
consolidate service contracts and a reduction in the number of  
vendors requiring access to Agency facilities. We will target on  
a twenty-five percent (25%) reduction by 1988. [redacted]

Harry E. Fitzwater

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7 February 1985

NOTE FOR: DDA

FROM : ExDir

Harry,

Thank you for your memo on the centralized maintenance issue. I agree with much of what you say, but come to a different conclusion. It's clearly our responsibility to seek competition, which does in fact complicate the repair and replacement problem. It's also obvious-- certainly you know better than any of us--how strenuously some of our Agency customers resist standardization. I also concede that attempting to use Agency personnel to perform repair and replacement on all the kinds of products we use in our building is a practical impossibility. Finally, I'm respectful of your statement that we really have made some progress in our standardization over the years.

I like your suggestion in paragraph 3 that the best approach relevant to standardization would be "greater standardization within a competitive framework." I acknowledge that we need more cooperation and submergence of individual desires if we are to get this done. I am confident that your folks could develop a sensible program which would help us reduce the thousand odd maintenance and repair contracts that we have with over 200 different vendors.

I know it's a tough task, but I think this one needs some more constructive thought. I believe if we look at it, we can find a thoughtful way to reduce the dimension of this problem by, say, 25 percent over a 2-3 year time period. Will you give it another try? In the meantime, I will respond separately to the originator of this suggestion.

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20 August 1984

MEMORANDUM FOR: Deputy Director for Administration  
THROUGH: Deputy Director for Intelligence S  
FROM:   
Director, Current Production and Analytic Support  
SUBJECT: Proposal for a Centralized Agency Maintenance Organization

### Background

1. The Agency is faced with an increasingly serious problem of equipment maintenance brought about by the proliferation of computer and other types of electronic and mechanical devices within Headquarters. Current plans call for major increases in the quantity and diversity of such equipment in the next few years. Malfunctions of this equipment are becoming a major problem for the users who must first try to establish the cause of the malfunction (sometimes a difficult job as more systems are being linked together), locate the proper number to call, answer numerous questions about the nature of the problem, follow-up when nothing happens, and finally escort repairmen.

2. There are currently two central maintenance numbers in the Agency--ODP's Trouble Desk, for ODP supported equipment only, and Building Services for the physical plant and certain types of copiers and typewriters. Additionally, the Office of Communications supports the two major phone systems and numerous pieces of electronic gear. Beyond this there is a maze of individual contracts with outside maintenance organizations and other government agencies to support specialized equipment. While the major service organizations, ODP and Building Services, work fairly well, it is the increase of service contracts for unique electronic equipment not supported by ODP or Commo which has the potential for getting out of hand.

3. While CPAS may be a special case, other DDI and Agency offices and divisions cannot be far behind in office automation and the attendant maintenance problems it entails. CPAS

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currently has some 14 maintenance contracts with outside organizations totaling in excess of \$300,000 annually. Moreover, there are numerous pieces of equipment for which the outside contract is handled through other offices or agencies, such as DOD. In short, we may have 25 or more different places to call for maintenance.

Proposal

4. Establish an organization within headquarters that would serve as a central clearing house for maintenance activities. In order to provide truly effective service, such an organization should cover ALL maintenance needs with a single phone number in the same manner that a call to X6161 covers all security problems. The organization would handle all electronic and mechanical systems as well as the physical plant.

Function of Proposed Organization

5. The organization should operate a central 24-hour trouble desk that would take requests for maintenance. Such requests would be immediately entered into a computer for later analysis. The organization would also have computer access to lists of all equipment in the building including a maintenance history, responsible service organization etc.

6. Depending on the type of maintenance requested, a trouble report would be handled in any of several ways. Routine physical plant requests would be referred (hopefully by computer) to the appropriate electrical, heating, plumbing, cleaning shop etc. With the more complex equipment such as advanced copiers, an in-house specialist would be dispatched to verify how serious the problem is, and perhaps make an estimate of repair efforts, parts needed and costs, before expensive outside service contractors are called in. Minor adjustments and problems would be handled by the in-house technician.

7. The maintenance organization would be responsible for calling in outside repairmen, keeping track of their response time, clearing them into the building, escorting them as necessary, and verifying time and charges.

8. Additional functions of the proposed organization would be to perform analysis of maintenance histories and costs, evaluate performance of in-house and external service organizations, and to negotiate large-scale maintenance contracts.

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Benefits

9. There would appear to be three major benefits from a central maintenance organization:

--Saving in time and aggravation for employees across the Agency from having to deal with broken equipment in a piecemeal fashion.

--Cost savings from solving minor problems in-house and from dealing with maintenance vendors on a large scale rather than through hundreds of small contracts.

--Cost savings that would entail from a centralized, systematic, analysis of Headquarters maintenance expenditures and competitive bidding for maintenance contracts. Such an organization might also some day be in a position to provide advice on the comparative reliability of various types of equipment.

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